



Developing and Using General and Flag Officers

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This Briefing Addresses Four Questions

- **What do careers of senior officers look like today?**
- **How does the private sector manage its most senior people?**
- **How does the private sector model affect development and promotion opportunities?**
- **Would it resolve DoD's concerns and, if so, how?**

The Current System

	07	08	09	010
When do people get promoted to next rank?	3 yrs	2 - 2.5 yrs	2 - 2.5 yrs	
How many jobs do they have?	2	1	1	1 or 2
How long do they stay in a job?	18 months	Just under 2 years	About 2 years	2 - 3 years
How many years are they a GO/FO?	3 yrs	6 yrs	8 yrs	10 yrs
How long are their careers?	29 - 32 yrs	32 - 34 yrs	34 yrs	35 - 36 yrs
How old are they at retirement?	53 - 54	56 - 57	56 - 57	57 - 58

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Private-Sector Companies Identify High Potential Employees as Does Military...

- **High potential employees :**
 - **Are a small and elite group**
 - **Are dedicated to the company and willing to make personal sacrifices**
 - **Advance and change roles faster than their peers**
 - **Have no promises of advancement**
- **Careers are carefully monitored and managed, especially in later stages of development**

Source: Derr, et. al. "Managing high-potential employees"

...But They Manage Their Careers Differently

Private-Sector Companies

- **Early jobs are developmental**
 - **High-potential employees' job rotations typically last two to three years—long enough for managers to learn a new job**
- **Later jobs are more use oriented**
 - **Research shows that beyond 3 years needed to gain deep knowledge, establish influence as basis for accountability**
- **Longest contribution and greatest accountability come late in a career**
 - **Longer tenure is correlated with higher organizational performance**

Military

- **Each service has developmental jobs and using jobs**
 - **Certain types of early GFO jobs appear frequently on O10 resumes**
 - **Other early jobs are low-frequency or are historically career end-points**
- **But assignment lengths do not vary according to the developmental or using purpose of the job**
 - **For example, average O8,O9 assignments are about 24 months--insufficient for significant action and accountability**
- **Service in highest positions is much shorter**

Private-Sector Executives Stay Much Longer

...and depart for multiple reasons

	O10s	CEOs
Mean age when appointed	54.1	53.5
Mean tenure (years)	3.5	8.4
Length of tenure 25th - 75th percentile	2.3 - 4.1	5 - 12
Percent departing under age 60	87	31

Corporate departures:
55% retirement
15% performance
15% mergers
15% voluntary

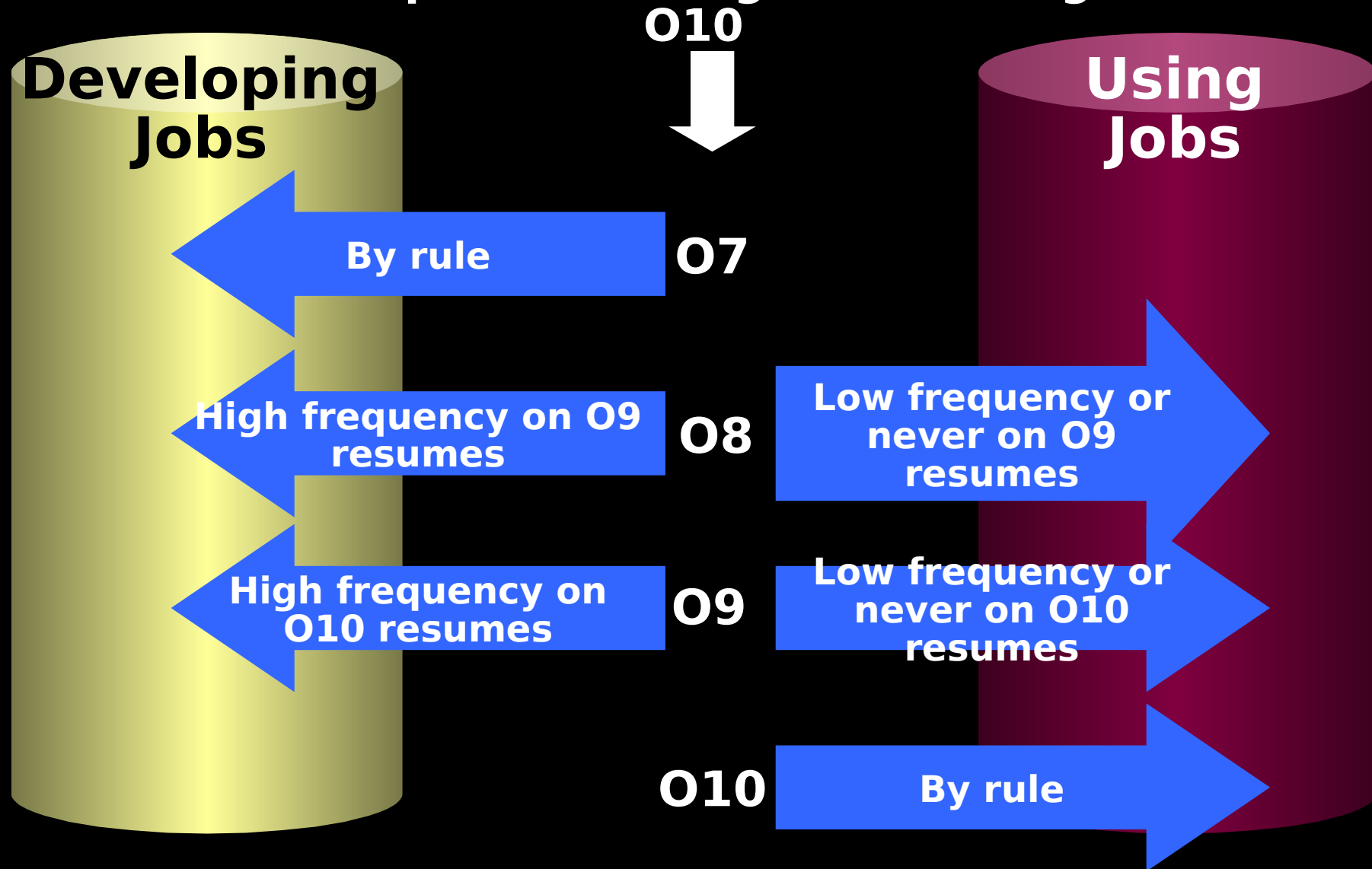
Source: Hadlock, et. al, "CEO Careers"

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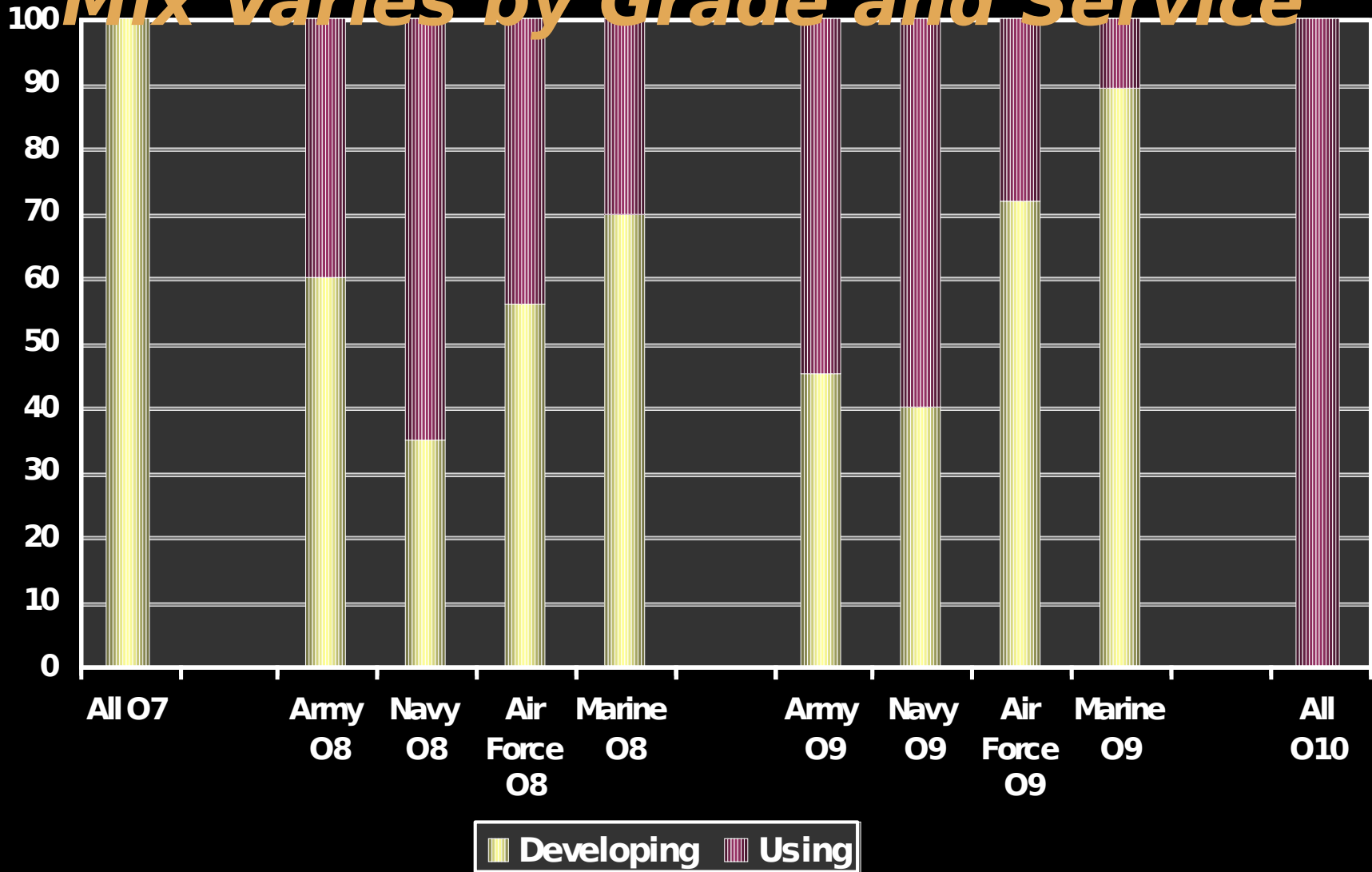
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Data Determined Developing and Using

**Jobs since 1975 for officers
in occupational categories leading to**



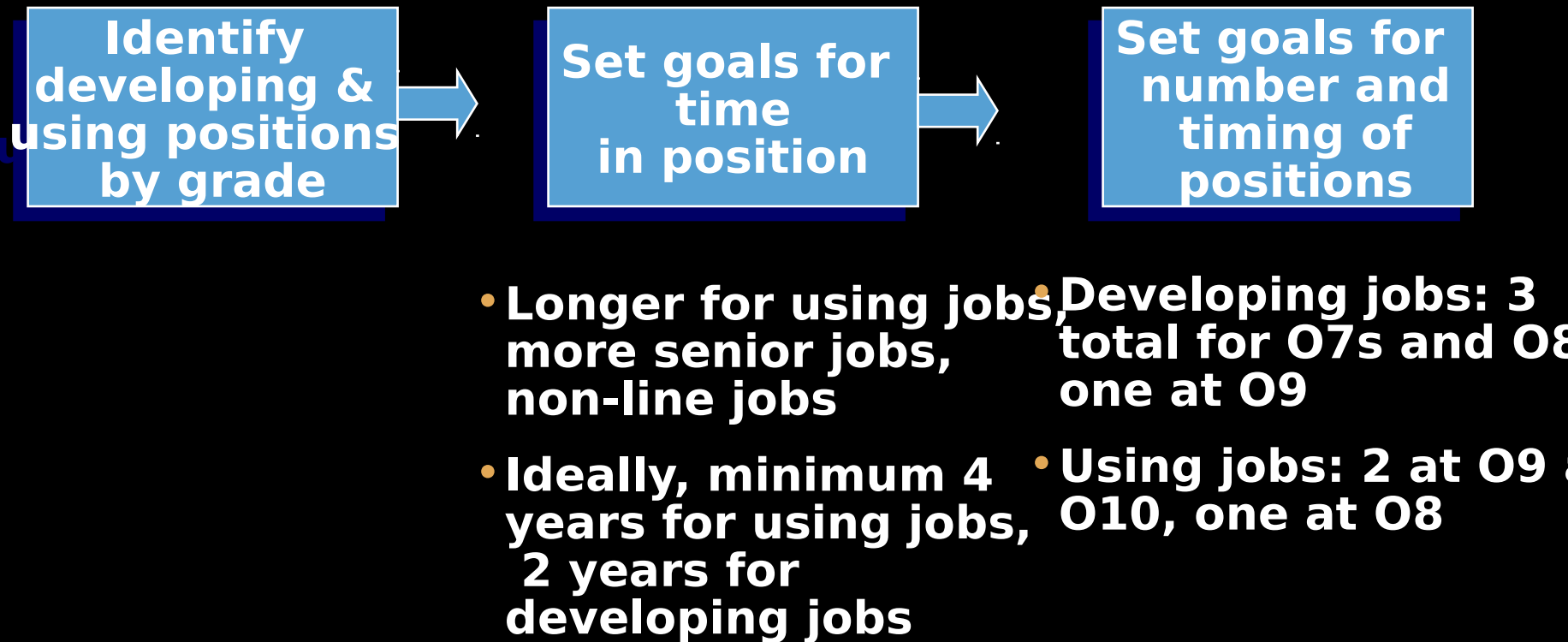
Resulting Empiric 08-09 Developing/Using Mix Varies by Grade and Service



...and Becomes the Basis for Policy Excursions

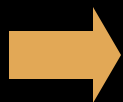
- **Lengthen using assignments**
 - **To maximize stability, performance, and accountability in certain organizations**
 - **To maximize contribution of individuals not likely to be promoted**
- **Keep shorter developing assignments**
 - **To maximize exposure to certain opportunities**
 - **Stability/accountability less of a factor**
- **Vary mandatory retirement, time in grade to enable more development and use of officers**

Analysis Suggested New Career Model that Emphasizes Time in Job



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How the New Career Model Affects Promotion and Tenure

- **Promotion**
 - **Generally, more to O7 (except USMC), same or more to O8, more to O9 (except Army), and fewer to O10**
 - **Promotion probability is higher than status quo for developers, except for O10**
- **Tenure**
 - **Time in job increases**
 - **Users have more time in grade at retirement**
 - **Users and most senior have longer careers**

Conclusions and Recommendations

- **Current system does not set assignment length based on nature of job**
- **Some—not all—assignments should be longer**
- **Managing time in job and number of developmental assignments increases stability, accountability and gives best officers developing experience while keeping promotion opportunity**
- **Could make assignments longer under current law, but new law would give more flexibility and is needed to change compensation**
- **Services should identify developing and using jobs at each grade**
- **Set goals for time in jobs and for number and timing of jobs**
- **Pursue changes in compensation**
- **Maintain flexibility in rules to deal with performance and other exceptions**

